



COCONINO COUNTY, ARIZONA, SEEKS A HIGHLY SKILLED HUMAN RESOURCES EXECUTIVE AND LEADER TO PROVIDE EXPERT GUIDANCE AS THE NEXT...

THE COMMUNITY

Coconino County, Arizona, is geographically the second largest county in the nation (after San Bernardino County, California), and at 18,661 square miles, comprises 16% of the entire state of Arizona. Of its total land area, 12% is privately held, with the remainder state, federal or tribal land. The current population is 136,011, a 16% increase over the 2000 census. Coconino County was formally established in 1891, with Flagstaff designated as the County seat. Located at an elevation of 7,000 feet, Flagstaff is the largest city in the County, with a population of 66,000. Other incorporated cities within the County include Page, Williams and a part of Sedona, and the Towns of Fredonia and Tusayan.

Coconino County has more land area than the country of Switzerland.

In 2013 AARP awarded Coconino County a "Best Employers for Workers over 50" and the American Heart Association designated the County as a Platinum Achievement Fit-Friendly Worksite, among other distinctions, for its employee-centered employment practices.

DIRECTOR OF HUMAN RESOURCES

CANDIDATE PROFILE

The candidate's background and experience should include a diverse exposure to all aspects of human resources management, with experience and competency in recruitment and staffing, workforce diversity strategies, personnel policy/procedure development and implementation, personnel evaluation, employee development, compensation and benefits administration, training, organizational development, change management, employee relations and human resources information systems.

Current knowledge and expertise are essential in the areas of personnel and disciplinary investigations, equal opportunity issues, and relevant local, state and federal employment laws as they apply or potentially apply to Coconino County and its workforce. The Director will be required to provide services to departments led by both appointed and elected officials and will exercise tact, diplomacy and appropriate control to ensure the best interests of the County. The successful candidate will have a demonstrated track record in the development and maintenance of a strong teamwork and customer service focus in the delivery of human resources services.

Coconino County is also seeking a Director of Human Resources with:

- Demonstrated leadership, administrative and management skills, and an extensive level of expertise in contemporary human resources practices.
- A commitment to communicating with all levels of the organization consistently, accurately and in a timely manner.
- A commitment to teamwork, collaboration and the highest level of customer service to user departments and other customers.
- A positive commitment to embracing diversity and personnel practices that ensure Coconino County is an environment that encourages individual opportunity and excellence, regardless of race, sex, individual or cultural differences.
- A willingness to appropriately confront issues and make tough recommendations and decisions.
- An active level of involvement in professional personnel-related organizations and professional networking.



THE COMMUNITY (Continued)

Coconino County has a diverse and educated citizenry, with 32% having earned a college degree, and 27% of Native American descent, including the Havasupai, Hopi, Hualapai, Kaibab-Paiute, and San Juan Southern Paiute Tribes, as well as a large part of the Navajo Nation. Additionally, 14% of the population is Hispanic. The residents of the County value their local institutions of higher education, Northern Arizona University (NAU) and Coconino Community College, with campuses in Flagstaff and Page. The County is also home to the United States Naval Observatory (Flagstaff Station), the United States Geological Survey's Flagstaff Campus, the Museum of Northern Arizona and the Arboretum at Flagstaff. Flagstaff was the first community designated as an International Dark Sky Community.

Within the County borders are many scenic sites. The most renowned and impressive is Grand Canyon National Park. Other attractions are Oak Creek Canyon, Sunset Crater National Monument, prehistoric Indian ruins at Wupatki, Walnut Canyon, the Navajo National Monument, the San Francisco Peaks – Arizona's highest point at 12,633 feet – and Lake Powell, with 1,960 miles of shoreline.

The northern Arizona region is rich in history, natural beauty, culture and diversity, and proud of its tradition of multi-jurisdictional and regional collaboration and cooperation. The County has worked to initiate and nurture successful economic development initiatives, to include leveraging the intellectual property and expertise from NAU to incubate start-up businesses and industries and to create new centers for high-technology and green enterprises.

Coconino County offers a contrast between rural and urban areas, with distinct perspectives and lifestyles. The vast land area of the County provides a base for agricultural production, habitat for abundant wildlife, watersheds for the recharge of aquifers and sources for renewable energy. The County has been working on the Four Forest Restoration Initiative, a collaborative, landscape-scale effort designed to restore fire-adapted ecosystems.

Coconino County offers an excellent environment to live, work and raise a family.



CANDIDATE PROFILE (Continued)

- An approachable, friendly, open and participatory management style open to and respecting input from others.
- Outstanding interpersonal and people skills, with expertise in consensus building, conflict resolution, mediation and working with issues for positive resolution.
- High personal energy, a positive approach, self-confidence and a sense of humor.
- The ability to effectively articulate personnel issues, goals and objectives to the Board of Supervisors, the County Manager, key management staff, department directors and other County staff, with the concurrent ability to translate policy decisions into operational action.
- The ability to maintain confidentiality and build a high level of trust with management, supervisory and line employees.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.

THE POSITION

The position of Director of Human Resources for Coconino County, reporting directly to the County Manager, presents a unique and rewarding professional challenge and opportunity. The chosen candidate will succeed a Director who is retiring after seven years of service. The County Manager is seeking an experienced, talented and creative human resources professional to perform the daily operations of an award-winning Human Resources Department and to manage continued efforts to develop, enhance and implement cutting edge human resources services and policies. Coconino County has an authorized staff of 1063 FTE, comprised of a variety of professional, support, administrative, and operational positions within 32 County departments.

The Director of Human Resources will have a singular opportunity to put his/her talents to work in maintaining and

upgrading the operating practices and levels of service provided in the human resources arena for the County's internal and external customers. The Director will be an integral part of the Coconino County executive management team and provide effective leadership, partnering with other key staff in the implementation and administration of personnel policies and procedures, organizational development strategies to take the organization to a higher level of expertise, effectiveness and service, while reflecting best practices in personnel management.

The Director supervises a staff of 11, to include an Assistant Director, Risk Manager, and Human Resources professionals assigned to the areas of recruitment and retention; classification and compensation; employee and organizational development; personnel administration; benefits; safety and wellness; and employee relations.

CURRENT ISSUES & CHALLENGES

This statement of current issues and challenges is based upon interviews with the County Manager and other key staff members of Coconino County. It is not intended to be all-encompassing, but generally identifies some of the key issues and challenges the new Director of Human Resources will face during the first six to twelve months on the job.

- The Director will need to gain familiarity with key issues and human resources-related problems to develop and lead appropriate programs and strategies.
- Organizational development and strategic planning will be a continued focus for the position. The new Director will be key in analyzing the current state of organizational performance and in the recommendation of strategic plans for growing and developing the organization to address the current and future challenges for the County.
- The new Director will be expected to recruit, develop and retain a high quality staff with the competencies to meet the needs of all departments. The relatively high cost of housing and rental housing shortages in a college town are ongoing challenges. The diversity of the staff, particularly reflecting the Native American population, is an ongoing concern and objective.
- The new Director will be expected to refine succession plans in order to develop internal talent to prepare for retirements and other vacancies while maintaining an effective working environment.
- Maintenance and updating of the compensation plan, to ensure it remains both externally competitive and internally equitable and to manage some compression issues currently in place.
- Continued review and implementation of supervisory training and coaching efforts. The new Director will also continue the supervisory training process, effective evaluation of personnel, and in the establishment of fair and equitable merit increases.
- Review and updating of comprehensive human resources policies and procedures and partner with departmental directors to orient and train staff in those procedures.
- Coordination of strategies and plans to provide quality employment benefits to employees in a cost effective and competitive manner. The County participates in the Northern Arizona Public Employees Benefits Trust to manage benefits purchases and costs, along with the City of Flagstaff, Coconino Community College, Flagstaff Public Schools, and the Transit District.
- Addressing potential challenges of the Affordable Care Act as they apply to the health care benefits offered by the County.
- Prioritize departmental workload and initiatives to maintain a high level of service and responsiveness with a lean staff and increasing workload.
- Develop a strategic plan around the County's aging workforce with many tenured staff in leadership roles nearing retirement.

MISSION STATEMENT

Coconino County is a land of vast and endless beauty, home to many cultures. With energy and enthusiasm, we commit to:

- *Conscientiously serve our community and provide our citizens with accessible local government;*
- *Provide the most effective and efficient delivery of services;*
- *Challenge, recognize and support our employees because they are the backbone of the County;*
- *Protect, preserve and care for our environment.*

In our second century of public service, we envision our citizens and staff proud of their government and its accomplishments. We look forward to the future – confident that working together in an atmosphere of cooperation and trust, we will meet each new challenge with creativity and integrity.



COUNTY GOVERNANCE & MANAGEMENT

Coconino County is governed by a five-member Board of Supervisors, each elected from one of five supervisorial districts. The Board of Supervisors has legislative authority to establish the County budget, manage its General Fund, and approve contracts, procurements and expenditures. The Board is advised and assisted in its administrative responsibilities by the County Manager, who is delegated broad responsibilities in the areas of budget development and administration. The Board appoints the County Manager, Public Fiduciary, County Engineer, Public Health Officer, and Clerk of the Board, and confirms the appointment of other department directors.

Other County officials elected on a County-wide basis are the Assessor, Clerk of the Superior Court, Constable, County Attorney, Recorder, Sheriff, Superintendent of Schools, and Treasurer.

With a FY 14-15 budget of approximately \$201 million, and a staff of 1063 full-time and 350 temporary employees, the County provides a broad array of services to include general/ administration, law and justice, community development, health and social services, public works, community services, and parks and recreation. The County's primary sources of revenue include Intergovernmental (state/federal grants and state-shared taxes) – 43%; Other Taxes (County sales taxes and vehicle license tags) – 23%; Property Tax – 15%; and Charges for Services – 12%. Coconino County has the second-lowest tax rate among Arizona counties.

To learn more about Coconino County, visit www.coconino.az.gov.

COMPENSATION

The starting salary is competitive up to the low \$100K range, depending upon the background and qualifications of the successful candidate. Coconino County has an exceptional benefits package, including medical, dental, life insurance, long-term disability, flexible spending account, Arizona State Retirement System, vacation, sick leave, wellness program and other highly competitive benefits. The working conditions are outstanding and the locale is ideal. Relocation assistance will be negotiable.

EDUCATION & EXPERIENCE

Requirements include a Bachelor's Degree in Public Administration, Business Administration, Human Resources Administration, or related field, and five years progressively responsible administrative or supervisory experience in Human Resources administration; or any combination of education, training and experience which demonstrates the ability to perform the duties of the position. A graduate degree in business administration, public administration or a related field is preferred. Personnel-related credentials such as one or more of SPHR, PHR, CCP, CEBS, IPMA-CP or equivalent certifications are preferred, but not required.

Professional experience in a comparable or larger organization is preferred. Candidates with service as a Director of Human Resources or Assistant Director in corporate environments, non-profit agencies, or public sector organizations will be considered. Although the venue of candidate's experience will be considered, key criteria for selection will be a demonstrated track record of excellence in dealing with complex human resources programs and issues, a customer service focus, and a collaborative approach.

APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at <https://waters-company.recruitmenthome.com>.

Interested applicants are strongly encouraged to apply by March 6, 2015. Following this date, applications will be screened against criteria provided in this brochure and Coconino County will consider offering interviews to selected candidates. Interviews in Flagstaff will be offered by the County Manager to those candidates named as Finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. For more information, please contact:

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Coconino County is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Applicants selected as finalists for this position will be subject to a criminal history/credit/driver's license check prior to interview. Information from your resume may be disclosable based on open records requests.



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